

copy 2
IDEAS ARE WEAPONS
IN THE WAR ON WASTE

PMA

MANAGEMENT IMPROVEMENT

bulletin

No. 12

U. S. DEPARTMENT OF AGRICULTURE
PMA CENTRAL EFFICIENCY AWARDS COMMITTEE
Washington 25, D. C.

February 23, 1951

TOP 1950 AWARD



Jim Burnett on right receiving his award from S.E. Wrather (Assistant Director, Tobacco Branch) while his boss Joe Todd looks on.

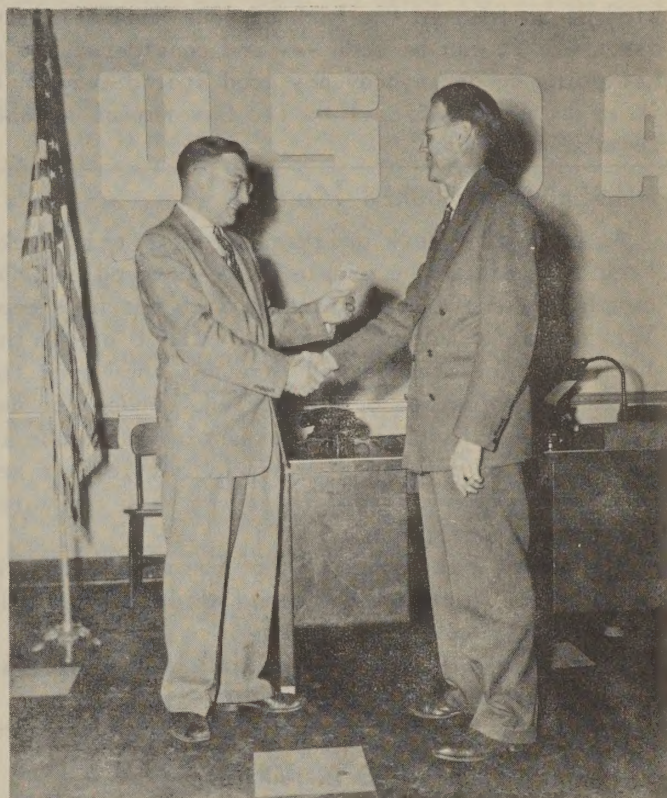
Just before Christmas Jim Burnett was called into the boss's office -- and to his surprise was presented with a check for \$550. That was his reward for suggesting an improvement in PMA operations.

Burnett proposed that PMA establish a policy of designing acreage allotment and quota notices to tobacco growers so that such notices could be adapted for mailing in window envelopes. Finding the plan to have possibilities for wider use, it was accepted PMA-wide for all other commodities subject to acreage allotments and quotas. The use of window envelopes made possible by the new forms eliminated the need for typing more than 12 million addresses in county offices.

Jim comes from a farm in North Carolina and has been in Government work continuously since 1933 with the AAA and PMA. He served in the armed forces as a sergeant during World War II. He doesn't talk much about it, but he's been through some pretty tough action in Germany and participated in the campaign on Hitler's mountain hide-away. Jim is a very conscientious worker. He

Continued on page 2

MINNEAPOLIS SCORES



Fred Niederloh is shown above on the left receiving a cash award of \$130.00 from his boss Ellsworth Erickson. The presentation was made before 25 of his fellow workers in the Minneapolis Commodity Office. Glenn Matthews, the Efficiency Awards Committee Chairman presented the Certificate of Appreciation from Administrator Ralph S. Trigg.

Fred proposed the installation of a uniform supplementary schedule for use by warehousemen when billing the Government for storage and handling charges of processed commodities. The improvement enabled the release of one and a half man-years' time for assignment to other work and resulted in substantial savings of time, paper, and file space. It also eliminated the warehousemen's dissatisfaction which existed under the former, more time-consuming method.

Continued on page 2

Page 1

TOP 1950 AWARD (Cont.)

travels around a lot in his work and knows a lot of people -- and he's well liked by them all.

This award is the second highest so far given in PMA and the biggest award for 1950. It came in handy too, because Jim wanted to make some improvements on his home.

Jim had no idea that his plan would be as far reaching as it turned out to be, and it overwhelmed him. When he submitted his suggestion, everyone thought a lot of it -- helped get it through. He wants to thank his superiors and all the others who worked on it. Jim said that he'd like to tell all employees -- "If you've got any kind of an idea in the back of your head bring it out where it can be seen --- and considered. It's not going to do anybody any good stored away. But it might be beneficial to the Government -- and rewarding to you!"

MINNEAPOLIS SCORES (Cont.)

As an audit clerk daily engaged in this work, Fred recognized the problem. He noticed all the complaints and dissatisfaction from warehousemen. They spent a lot of time and effort preparing billings for services and then got them back for further information or correction. Under the new method there has been a substantial decrease in the number of documents returned. Settlements are now handled promptly and relations with the warehousemen is excellent.

The award was timely -- it arrived with the stork! The Niederlohs' second child was a girl. Congratulations!

Fred said that the award certainly was a big help in financing the addition.

YOUR VOICE IN MANAGEMENT

We're hearing a lot about management improvement -- but did you ever really think about it? What is it? Whose job is it? How is it done?

Webster says that "Management" is the skillful use of means to accomplish an end. "Improvement" is to make better -- but does not imply that what is made better, was bad to begin with. That's the most significant part of the definition. That's where many of us make a mistake. We're against change, especially on our own work. We feel that changes reflect on our abilities -- and mean we weren't doing good enough. That idea isn't true, and the sooner we're rid of it, the better.

There recently came to light a letter written over a hundred years ago by the man who then headed the U. S. Patent Office. In it he recommended that the Patent Office be discontinued. Why? Because in his opinion there would be no more worth-

while inventions, progress in mechanical development had reached the end of the trail!

Sounds pretty silly, considering the many important discoveries since then. Yet it's not so very different from the way many of us feel about our work. Let's remember when we're ready to resist change -- We've been doing a good job. To make it even better, doesn't change that fact.

Now our second question -- WHOSE JOB IS IT to improve management -- to make better use of the means to fulfill PMA's purposes? Let's ask our boss -- THE PUBLIC! Would they excuse any of us from doing everything possible to get the most out of every tax dollar? Administrator Ralph S. Trigg says: "MANAGEMENT IS NOT THE EXCLUSIVE CONCERN OR PROVINCE OF ANY PARTICULAR UNIT IN PMA. IT IS THE RESPONSIBILITY OF EVERY UNIT AND EMPLOYEE TO WORK DILIGENTLY IN COOPERATION WITH OTHERS TO IMPROVE OUR PROGRAM AND ADMINISTRATIVE OPERATIONS."

You have a part, not only in your own job, but in the general programs and objectives of PMA. Don't let the detail of your immediate job hide the over-all picture and purposes of PMA.

Let's consider now the "HOW IS IT DONE". You'll agree that before you can know how to do something, you must know WHAT is to be done. How can you try to make something better, that you don't thoroughly understand? It's necessary first to have a clearly defined objective. For what are we striving? Learn all you can about PMA's programs -- what they are; their objectives; how they operate. Find out how your work fits into the total picture -- the part it plays in making the wheels go 'round. When you understand your own job and the total purpose, it will be easier to think up better ways. Then, before you go further, be sure you have an open mind -- a curious attitude -- and the willingness to improve. Improvements can only come when the supervisors and employees are willing to look critically at their jobs, analyze them -- and try new ways.

OK! Are you ready for the "HOW"? We'll divide it into 4 steps.

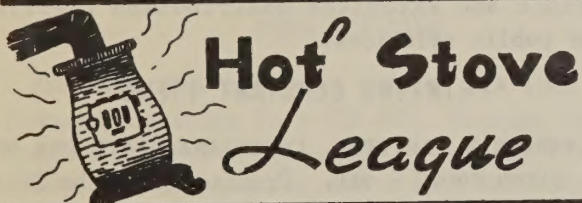
First, make an INVENTORY of everything you do. Get all the facts. Make sure they are accurately recorded, clear and understandable. Don't leave anything out. Include all forms, reports and records involved, volume of work and approximate working time for each operation or unit of work.

Now for step 2, the ANALYSIS. Here your curiosity plays a big part. You've got to ask all the questions you can think of about WHO, HOW, WHAT, WHEN AND WHERE for every procedure, form, report and record. Ask questions about the whole job. Do it again for each separate operation or step. Then for each form, report and record.

How does it aid in fulfilling the objectives of the program? Is it essential? Who uses it and why? How is it used? Can something else serve the purpose? Is it a duplication? Does it take too long? These are typical questions. Many others will occur to you as you dig in. Don't be satisfied until you have asked all the questions and get the right answers. Then draw your own conclusions.

You're ready for step 3, "SOLUTION". Use every bit of ingenuity and resourcefulness you can muster. This is the real challenge. What do you propose? What changes should be made -- what should be eliminated -- what should be done to reduce costs? How can you save materials, expedite operations, save manpower, simplify procedures?

Now the pay-off, step 4, "ACTION". Here's where most of us flop. We get darn good ideas, but what do we do about it? Usually "NOTHING". Don't quit when you get through the first 3 steps. Do something about it! Tell your boss about your ideas or send in an employee suggestion -- or better yet, do both. Always remember -- the best idea in the world will remain just an idea -- until something is done about it!



DID THE BOSS GIVE YOU VITAMINS TODAY?

We all like praise -- but did you know that it actually gives us energy. This was proved in the laboratory on an "ergograph" a machine used to measure fatigue. Tests were conducted by Dr. Henry H. Goddard while at the Vineland Training School in New Jersey. When a tired person at the instrument was told "You're doing fine, John," his energy curve soared. Discouragement and fault-finding caused the curve to decline.

ISN'T AWARD PAID ON ADOPTION?

"My suggestion was adopted and should be put into effect in a couple of months. Am I entitled to an award now?"

No. Awards are given for value received. No more and no less. An award cannot be given until the suggestion is actually in effect. Operations are ever-changing to conform with new conditions. It is possible in some cases that because of circumstances actual application may never be made.

HOW LONG WILL IT TAKE?

"If I turn in a suggestion, how long will it take?"

On individual suggestions this period of time will vary all the way from several days to several months and sometimes as much as a year in unusual cases. Many things affect the speed of handling. Some suggestions are complex and require considerable study. Some require tests, trial periods, etc. Suggestions which require change in policies or regulations necessarily take time and must be cleared by all subject matter offices concerned. Specific time limits are not practical. We do, however, keep busily at it, making every effort every day to handle suggestions completely and promptly. Still, we will never sacrifice thoroughness for speed. If there is ever any question about the status of a suggestion, don't hesitate to ask the Central Committee about it.

EFFICIENCY!

"Our files are so crowded" said the secretary" that I suggest destroying all correspondence more than five years old."

"Good idea" answered the boss," but be sure to make copies."

PROMPT ACTION

Suggestions can be acted upon quickly when submitted with adequate information. This letter was received from a State Office Awards Committee "..... Presentation was made before a group of employees, which I believed stimulated further interest in the program. Your prompt action on this suggestion is appreciated."

PMA DELIGHTED TOO!

The following letter was received from a recent suggester -- "I have just received the Certificate of Award for my suggestion and I take this opportunity to express my personal thanks .. for considering my suggestion worthy. I am delighted with the honor and hope there will be other opportunities for aiding in the grand work of cutting out waste in materials and the saving of valuable time."

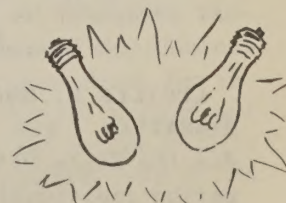
CORRECTION

Suggestion by Dorothy V. Gillikin listed in Bulletin 11 referred to Standard Form 1914-A. Should have been 1014-A. Our apologies.

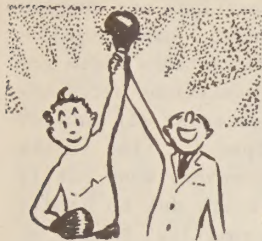


IF I EXCHANGE A DOLLAR --
I STILL HAVE A DOLLAR

IF I EXCHANGE AN IDEA --
I HAVE TWO IDEAS



CONGRATULATIONS



CASH AWARDS



The following suggesters received awards totaling \$1,500 for their ideas which save the Government \$86,000 a year. Can any of these ideas be fitted to one of your own situations? If it can, let us know about it.

WINDOW ENVELOPES

JAMES T. BURNETT, TOBACCO BRANCH, WASHINGTON - \$550. Proposed a revision of the allotment and quota notices for adaptation to window envelope mailing (See article on page 1)

EXPEDITING VOUCHERS

FRED C. NIEDERLOH, PMA COMMODITY OFFICE, MINNEAPOLIS - \$130. Suggested a supplementary schedule for use by warehousemen to expedite payment of storage and handling charges. (See article on page 1)

IBM MACHINES

DAVIS H. WILSON, FISCAL BRANCH, WASHINGTON - \$45. Proposed preparing the annual report of "Man Years" of employment under each fund by IBM machines instead of manual method. The report formerly required 919 man hours' work in the PMA Commodity Offices, the Office of Budget and the Fiscal Branch. The new way uses 302 man hours and 254 machine hours -- a net saving of 363 hours of work.

DUPLICATE DISTRIBUTION

JOHN HAJE, FISCAL BRANCH, WASHINGTON - \$10. Suggested elimination of one of the two copies of Form PMA-171, Program Authorization which were being sent to PMA Commodity Offices from two different sources in Washington. The elimination of the duplicate copies saves 4 hours' work a month.

FORM LETTERS

LUCILLE E. HOCH, KANSAS STATE PMA OFFICE, MANHATTAN - \$10. Developed a memorandum form for the State Office to be used in lieu of preparing individual letters or memoranda for suspension of ACP field sheets. The plan has been

*for suggestions which resulted in improvement or economy
in operations of Production and Marketing Administration*

applied to the reports on Conservation Practice A-2, Construction of Diversion Terraces to collect or divert excess water. 12 minutes are saved in the handling of each case, furnishes proper records for files and makes the process more uniform.

UNIFORM BULLETIN SYSTEM

EVAN BERG, CALIFORNIA STATE PMA OFFICE, BERKELEY - \$25. Suggested titling for CCC Bulletins, Supplements and Amendments for a uniform bulletin system. Involves standard pattern for numbering, arrangement of titles and uniform headings. The plan increases efficiency in handling, simplifies reference and expedites distribution creating better public relations.

PRINTING CONSTANT ITEMS

SALVADORE V. BUTITTA, LOUISIANA STATE PMA OFFICE, BATON ROUGE - \$10. Proposed that the State Office print return address and class of mail on bulletin envelopes by mimeograph method instead of hand stamping. Results - 210 hours of manual stamping per year eliminated. Also the envelopes are now neater, more legible, and uniform.

DUPLICATE INFORMATION

SIDNEY BALLIN, PMA COMMODITY OFFICE, NEW YORK - \$70. Since preparation of "Notice of Suspension" Form PMA-37 appeared to be a duplication of the information shown on freight bills, the suggester proposed its discontinuance. 20 minutes' typing and examining time are saved on each case -- for a total of 1,266 hours a year.

WILLIAM W. WILLIAMS, FISCAL BRANCH, WASHINGTON - \$10. Suggested the elimination of certain reports on commodity and ocean transportation costs required under the Greek-Turkish Program since similar information was available on Treasury Form 3. Preparation of work sheets, checking to allotment and general ledgers and proofreading work was also eliminated.

CHESTER R. FRASZ, PMA COMMODITY OFFICE, CHICAGO - \$35. Preparation of Form CCC-233 for forfeitures on which warehouse receipts are issued

appeared to be a duplication of information already available from IBM listings, the suggester proposed elimination of the form. Results - $\frac{1}{4}$ man year of typing and clerical work were eliminated.

CONTROLLED ORDERING

HELEN DAVIS and OTHANIEL W. WILLIAMS, FISCAL BRANCH, WASHINGTON - \$20. Suggested a change in the method of ordering the monthly CCC Report of Financial Conditions and Operations to prevent overstocking. The new method eliminates the need for printing about 1,200 copies of the report during the year and saves a considerable amount of badly needed storage space.

FORM REVISION

MAY HAAS, PMA COMMODITY OFFICE, NEW YORK - \$15. proposed revising Form FDA-804, Storage Contract Control by eliminating the "Remarks" column, allowing wider columns and adding necessary columns. The new form permits greater efficiency saving an hour of work each day. In addition to the manpower savings, entries are more legible, better control is provided.

CONRAD N. SWINDELL, FISCAL BRANCH, WASHINGTON - \$10. Developed a revised periodic pay increase table to cover changes in 1949 Pay Act. At the time of the proposal, the amount of obligation was determined by computing the old salary rate and the new salary rate from the effective date of the increase to the end of the fiscal year and subtracting one from the other. The new table is considerably smaller, easier to use, and is less susceptible to error.

IMPROVED SERVICE

ANA M. VIERA, CARIBBEAN AREA OFFICE, SAN JUAN, P. R. - \$10. Proposed the preparation of a list of key personnel and activities for use by the telephone operator and receptionist to permit prompt and accurate directions to inquirers. The listing prevents erroneous directions to callers, makes better public relations and saves the time of the operator and the persons to whom callers are sent by mistake.

LESS COPIES

BERTHA R. WERNER, TRANSPORTATION AND WAREHOUSING BRANCH, WASHINGTON - \$45. Suggester felt that all copies of Form TW-42 "Request for Commodity Inspection" weren't necessary and proposed that the number of required copies be reduced from 8 to 5. The plan applies to the operations of the T & W Branch in Washington, 8 PMA Commodity Offices, and the Atchison Cooler -- and saves 438 hours of clerical work and nearly 18,000 forms a year.

RUBBER STAMPS

MAUDE E. DIEDRICH, PMA COMMODITY OFFICE, CHICAGO - \$55. Proposed the use of rubber stamps instead of manual preparation of car cards covering shipments of grains, flaxseed and soybeans handled through the Chicago office for export from seaboard elevators. The new method saves 961 hours of work a year.

THEODORE C. MUNSON, PMA COMMODITY OFFICE, SAN FRANCISCO - \$15. Instead of entering the program code on each voucher by hand in pencil and ink, suggested the use of a special rubber stamp for all programs. The stamp is similar to a date stamp and has seven bands -- 3 in capital letters, 2 in numbers, and 2 in small letters. The new method saves 260 hours of clerical time a year.

ADDRESSOGRAPH PLATES

ETHEL P. KNOX, ADMINISTRATIVE SERVICES DIVISION, SAN FRANCISCO - \$10. Proposed use of addressograph plates to enter identification on Time and Attendance Reports (SF-1130) in field office instead of by manual method. Adopted in Western Area for several offices. This plan saves clerical time in preparing the forms and reduces the number of possible errors.

FORMS ELIMINATION

ELIZABETH B. GEIGER, OFFICE OF PERSONNEL MANAGEMENT, WASHINGTON - \$10. Suggested the elimination of mimeographed and dittoed forms for requesting personnel folders, service record and leave record cards by including the entire request on the Personnel Notification, Standard Form 50. The operation is speeded up and efficiency is increased.

INCREASED EFFICIENCY

JOHN A. CANDELLA, PMA COMMODITY OFFICE, CHICAGO - \$15. When country elevator file folders were charged out, documents received for filing were set aside and it took a lot of time to find material needed. Suggester proposed use of a "Dummy" pending folder in the files to accumulate pertinent documents when the files were charged out. Over 300 hours per year searching time has been eliminated and better service can be given to the operating units.

MABELLE A. DUGGER, PMA COMMODITY OFFICE, PORTLAND - \$10. Proposed that the last available unit price be used in reconcentration of financial entries until the previous month's unit price becomes available, at which time an adjusting entry if necessary could be made to account for the difference. The new method eliminates backlogs in two units, permits more current postings and orderly scheduling of the work.

EMBY T. KISSANE, ADMINISTRATIVE SERVICES DIVISION, CHICAGO - \$10. Proposed use of a check sheet in handling individual leasing transactions in order to insure completeness and accuracy for clearance. The check sheet speeds up the operation, permits systematic and orderly handling, decreasing errors and is helpful to employees who take over in the absence of regular clerks.

PROCEDURE CHANGE

MARVIN A. ANDERSON, PMA COMMODITY OFFICE, MINNEAPOLIS - \$25. Proposed change in PMA Procedure 632.1 to have carrier agents transmit recorded copies of freight bills directly to the PMA Commodity Office to give greater protection to the Government against loss of transit privileges. The new method saves the Minneapolis office substantial work, simplifies the entire process and saves about \$500 a year from transit losses eliminated. The Transportation and Warehousing Branch has made negotiations with carriers on a nationwide basis on a similar plan.

ELIMINATION OF REPORT

EMBY T. KISSANE, ADMINISTRATIVE SERVICES DIVISION, CHICAGO - \$10. Proposed a standardized form for reporting monthly contract and lease changes to Washington branches. The suggestion led to an investigation on the need for the report and resulted in the complete elimination of the monthly reports.

CONSOLIDATION OF RECORDS

MABEL E. SNYDER AND ROSEMARIE RUISINGER, OHIO STATE PMA OFFICE, COLUMBUS - \$20. Proposed maintenance of complete bin and equipment inventory records on one ledger instead of on both card file record and ledger system. Clerical time

and materials are saved, duplicate information is eliminated, possibility of error is reduced and in the event of liquidation of bins and equipment the operation can be more efficiently handled.

CONSOLIDATION OF ALLOTMENTS

ANITA H. ROACHE, MARYLAND STATE PMA OFFICE, COLLEGE PARK - \$75. Proposed consolidation of allotments for CM & S and for Cash Payments under one appropriation for the same program year. The plan applies to the Office of Budget, Fiscal Branch, 50 State PMA and Insular Offices and the Treasury Department. It eliminates one allotment to each State and Insular Office and will save nearly 1,100 hours of work a year.

PRINTING CONSTANT ITEMS

ELIZABETH RABE BOZE, PERSONNEL MANAGEMENT DIVISION, ATLANTA - \$25. Suggested that the words "Employment Officer" should be printed on Standard Form 50, "Notification of Personnel Action" to eliminate the necessity of typing such designation every time the form is prepared. The proposal was accepted for Department-wide use and saves typing on 200,000 forms a year.

TRANSCRIBING INFORMATION

GILBERT GRUEN, PMA COMMODITY OFFICE, NEW YORK - \$70. Proposed a change in the method of scheduling loans for purchase from lending agencies. The new plan requests an extra copy of the Letter of Transmittal from lending agencies when submitting loans for purchase. This eliminates the need for transcribing detail information to the Schedule of Disbursement. The new method also permits quicker payments. 127 man-hours of work and \$1,700.00 in interest charges a year are saved by PMA as the result.

SNAP-OUT FORM

GEORGE MACHALA, PMA COMMODITY OFFICE, CHICAGO - \$60. Space on Form TW-107 "Notice to Deliver" was not adequate for most situations, and required the assembly of an original and 8 copies of plain paper to list the additional data. The suggester developed a carbon interleaved snap-out form continuation sheet for this purpose which was adopted by the Transportation and Warehousing Branch for use in all offices. The continuation sheet saves 1,350 man-hours of work a year in PMA, and the issuance of shipping instructions to warehouses and vendors is expedited.

USE OF MICROFILM

GEORGE E. SUDDUTH, OFFICE OF ADMINISTRATIVE SERVICES, WASHINGTON - \$10. Instead of preparing Form FDA-621 "Collections Transmitted by Mail

Room" to list all money received, the suggester proposed use of microfilm equipment which was available. Approval to photograph U. S. currency was received from the Treasury Department and the plan was put into use. Typing and preparation of envelopes and Form FDA-621 has been eliminated and delays are avoided in transmitting the money to the Fiscal Branch.

COMPUTATION CHART

SIDNEY BALLIN, PMA COMMODITY OFFICE, NEW YORK - \$35. Prepared and suggested use of a chart instead of calculating machine method to compute and verify freight charges on bills submitted by railroad companies. The chart eliminates most of the machine computation which involved 3 separate operations. In greater work loads, the chart can be used by a number of clerks. It eliminates computation errors and saves 292 hours of work per year.

CONSOLIDATION OF FORMS

MADELINE G. ACOCK and GLADYS M. HOOLEY, PMA COMMODITY OFFICE, KANSAS CITY - \$50. In order to reduce the time used in typing duplicate forms (384, 166, 166a) in connection with the release of grain cars, the suggesters developed a single form (KC-432) containing all the necessary data. The new form saves 600 hours of work during a five months' period of heavy grain shipment. The prompt handling of the new form makes it possible for the information to be available earlier in the day to permit releases and eliminate demurrage charges. The early release of cars also promotes better relations between carriers and the office by making cars available for other freight movements.

COMMENDATION

MARY A. BUSBY, PMA COMMODITY OFFICE, NEW ORLEANS - Suggested that the upper right corner of envelopes on incoming mail be stapled to the upper left corner of the letter with the length of the envelope running the length of the letter. In many cases the return address is shown only on the envelope and is now readily accessible without having to unstaple the letter and envelope.

GWENDOLYN E. STEVENSON, KANSAS STATE PMA OFFICE, MANHATTAN - Suggested that fieldmen turn in their handbooks when they resign. The plan makes more handbooks available for reuse and avoids expenditures which would otherwise have been necessary to provide new handbooks.

WHAT'S THE BIG IDEA?

LET US IN ON IT!

STEP-INCREASE FOR SUPERIOR ACCOMPLISHMENT

MARIE TOWNSELL, PMA COMMODITY OFFICE, KANSAS CITY - For suggesting a plan using Form SS-154 (Forwarding Notice and Non-Negotiable Receipt) instead of Form PMA-375 (Consignee's Receipt) on transfer of title transactions which has improved the service and will result in substantial savings.

LLOYD N. JOHNSON, OFFICE OF COMPLIANCE AND INVESTIGATION, SAN FRANCISCO - For displaying exceptional ability and sustained superior quality of performance in field investigative activities.

CERTIFICATE OF MERIT

ROGERS THOMPSON, GRAIN BRANCH, WASHINGTON - For the initiation and development of an idea, which has improved the handling of outgoing mail in the Grain Branch.

RAE S. SOWELL, POULTRY BRANCH, WASHINGTON - For outstanding supervision and performance of duties with limited personnel, sustaining high morale among the employees and achieving economy and efficiency of operation.

SUPERVISOR'S HONOR ROLL

The submission of a suggestion that earns an award from any group signifies that the supervisor of that group is displaying the kind of leadership that promotes constructive thinking. The following are supervisors whose employees' recent awards are covered in this issue.



R. H. Dodge, Administrative Services Division, Chicago (for Emby T. Kissane)
E. D. Moran, Administrative Services Division, San Francisco (for Ethel P. Knox)
O. R. Suthard, Office of Administrative Services, Washington (for George E. Sudduth)
R. W. Pello, Fiscal Branch, Washington (for John Haje)
J. R. Kautz, Fiscal Branch, Washington (for Helen V. Davis and Othaniel W. Williams)
Erma R. Rogers, Fiscal Branch, Washington (for Conrad N. Swindell)
J. W. Harvey, Jr., Fiscal Branch, Washington (for Davis H. Wilson)
Martha D. Palmer, Fiscal Branch, Washington (for William W. Williams)
E. H. Spoor, California State PMA Office, Berkeley (for Evan Berg)
Jesse W. Lee, Caribbean Area Office, San Juan, P. R. (for Ana M. Viera)

Earl W. Chapman, Kansas State PMA Office, Manhattan (for Lucille E. Hoch)
 Mildred L. Porter, Louisiana State PMA Office Baton Rouge (for Salvadore V. Butitta)
 J. H. Blandford, Maryland State PMA Office, College Park (for Anita H. Roache)
 W. K. McNeill, Ohio State PMA Office, Columbus (for Mabel E. Snyder and Rosemarie Ruisinger)
 J. H. Horris, PMA Commodity Office, New York (for May Haas)
 J. H. Horris, PMA Commodity Office, New York (for Sidney Ballin)
 M. P. Smith, PMA Commodity Office, New York (for Gilbert Gruen)
 Charles Newman, Jr., PMA Commodity Office, Chicago (for Maude E. Diedrich)
 C. R. Frasz, PMA Commodity Office, Chicago (for John A. Candella)
 H. D. Shanesy, PMA Commodity Office, Chicago (for Chester R. Frasz)
 L. R. Braverman, PMA Commodity Office, Chicago (for George Machala)
 E. S. Erickson, PMA Commodity Office, Minneapolis (for Fred C. Niederloh)
 F. C. Johnson, PMA Commodity Office, Minneapolis (for Marvin A. Anderson)
 Lewis O. Huston, PMA Commodity Office, Portland (for Mabelle A. Dugger)
 F. R. Linser, PMA Commodity Office, San Francisco (for Theodore C. Munson)

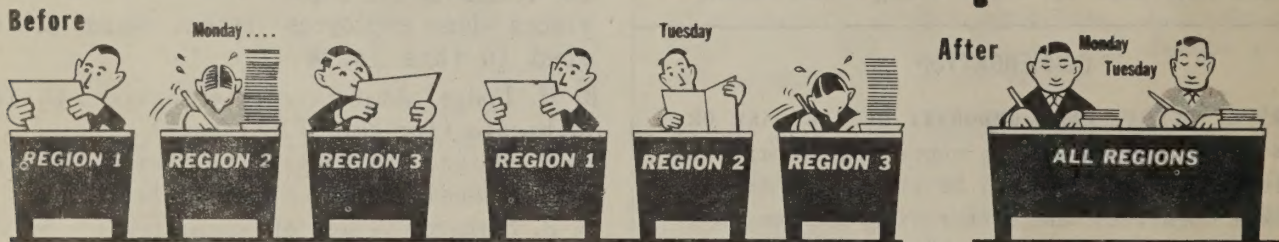
Frank J. Dewald, Jr., Office of Personnel Management, Washington (for Elizabeth B. Geiger)
 John M. Simmons, Area Personnel Management Division, Atlanta (for Elizabeth Rabe Boze)
 Joe Todd, Tobacco Branch, Washington (for James T. Burnett)
 Myron W. Brock, Transportation and Warehousing Branch, Washington (for Bertha R. Werner)

RULES and REGS

Was your suggestion, rejected? You can request a review if you believe the suggestion has not been fully understood -- or if you have new evidence that shows the proposal is practical -- or if you believe for other reasons the suggestion merits reconsideration. You can request such review through regular supervisory and committee channels or direct to the field, branch or Central Committee (See PMA Instruction 122-2 Par. VII) -- All suggestions are given thorough and impartial consideration. If there is any question, let us know. Remember, we are all human -- we'll do our best to do what's right.

FOOD FOR THOUGHT

DIVIDE THE WORK PROPERLY!



IS THE WORK DISTRIBUTED EVENLY?

TOO MUCH WORK FOR ONE EMPLOYEE -- NOT ENOUGH FOR ANOTHER?

The reviewers in a Review Unit, handling the same type of cases but from different regions, had several slack days each week. By counting the output of the three reviewers on a daily basis it was discovered that the number of cases received from the different regions varied widely from day to day. As a result, one reviewer would be overloaded on the same day that another had little to do. With these facts it was decided that specialization by region did not pay. Work was divided evenly between two reviewers and a third was freed for other office work.

LOOK FOR OVER-SPECIALIZATION!